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SALARY STUDY 1980

A Report on Administrative and Professional
Staff and Salaries in Voluntary CWLA Member Agencies

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INTRODUCTION

Background and Purpose

The 1980 CWLA survey of salaries paid by child welfare and family and children's agencies to professional and administrative staff, marks the fifteenth year of this endeavor and the debut of the computerized format. The survey provides agencies with current information on salaries paid in various regions of the United States and Canada and is used by them in making salary recommendations to agency boards and in budget planning. Furthermore, the League's Field Service staff utilizes the data as a reference point when consulting with individual agencies.

We anticipate that the introduction of computer analysis will enable us to present more accurate information and a more detailed analysis. In addition, we will be building a computerized data base for future trend analyses. Finally, we hope that--once the bugs are worked out--computer analysis will speed up the data processing.

Agencies Included and Response Rate

In December 1979, salary study forms were mailed to 225 voluntary, accredited and provisional members of the Child Welfare League of America. Forms were also mailed to 17 agencies that are members of the Florence Crittenton Division of the League but not members of CWLA. By March we had received 222 completed forms for an overall response rate of 92%. For the CWLA sample, on which most of the report is based, we heard from 210 agencies or 93%.

Data Collected

Each agency was asked to report the total number of full-time and part-time staff employed as of January 1, 1980 in 17 specified job categories. (See Appendix for a list of the positions and their definitions.) Excluded were clerical, kitchen and maintenance staff and educational personnel whose salaries were paid by the local school board. Included in the count were all other staff paid a salary, fee or an hourly rate through the agency's regular budget or through a grant or special project budget. Annual salaries were requested for full-time staff in all but four positions (consultants to professional staff, practitioners from other professions providing direct service for clients, homemakers and "other professional and administrative staff"). Salaries for members of religious orders who are not fully salaried were not included.

We added a section to the salary study this year entitled "Items of Special Interest." Our intent is to vary the items from year to year to obtain data on issues relevant to personnel and agency operations. This year the focus was on fringe benefits and unions.

The Report

The report is divided into two sections. The first part covers the 210 respondents that are accredited or provisional members of CWLA. The second is a brief report on all agencies that are members of the Florence Crittenton Division of CWLA. Several agencies are represented in both sections because they are members of both CWLA and FCD. It should be noted that this is the first year we have included agencies that are members of both FCD and CWLA in the CWLA portion of the study, resulting in a substantial increase in the size of the CWLA sample over last year.

Median salaries have been rounded to the nearest hundredth this year (e.g., $15,733 = $15,700), and most percentages are rounded to the nearest whole percent. Percentage change figures are the one exception. They, for the most part, and average (mean) number of employees are rounded to the nearest tenth.

Comments on the Personnel and Salary Tables

Table 1 presents the distribution of participating agencies by region and by size of staff. The regional breakdown used here is that of the U.S. Census Bureau and is not coterminous with the CWLA regions. (The composition of each region and the number of participating agencies in each state are presented in the Appendix.) The distribution of participating agencies according to region has remained fairly consistent over the past few years. Fifty-eight percent of the 210 participating agencies are clustered in three regions: New England (14%), Middle Atlantic (15%) and East North Central (28%). The East South Central, West South Central and Mountain regions contribute only 11% of the total altogether, and Canadian agencies are 3% of sample. The remaining regions--Pacific, West North Central and South Atlantic--contributed about 10% each. Ohio continues to lead with the largest number of participating agencies, 21 this year. Pennsylvania follows with 15 participating agencies, and Michigan, New York and Illinois share third place with 14 each.

The variable found in Table 1 and throughout the report--size of staff--is computed for each agency by adding together all the full-time staff and half the part-time staff as reported on the first page of the salary forms. (See the Appendix for a copy of Form A.) This variable is useful for comparing the median salaries for agencies of different size. Although the majority of agencies (59%) reported staff sizes of more than 30, this is a slight decline from 1979 when 63% of the participating agencies had a staff of 30 or more. This decline is probably due to the inclusion of the CWLA Florence Crittenton agencies in the CWLA sample this year since the FCD agencies tend to be smaller in staff size. Very few agencies have staffs of 10 or less anymore, while those with staffs of 71 or more have increased considerably over the last 5 years from 14% of the sample to 23%.

Table 2 presents the number of full-time and part-time employees by position. The column indicating "% of Agencies with Any Such Employee" informs the reader what percentage of responding agencies employ at least one staff member in each of the categories. For instance, 62% of all responding agencies employ at least one Supervisor of Practitioners. Nearly every agency had an Executive Director

and at least one Practitioner with Graduate Social Work Education on staff as of January 1, 1980, but the proportion of agencies reporting employees in each of the other job categories drops off rapidly after that.

This new table also indicates the average number of persons employed in each position. "Average" here connotes the arithmetic mean. In other words, on the average, 30.8 Child Care Workers are employed in each agency that employs any Child Care Workers. This is the largest number of workers in any one category, followed by Practitioners, which when combined total 29.1 practitioners per agency, on the average. Homemakers are third in frequency with 16.5 per agency that employs any. The column "% Part-Time Employees" reports what percentage of all the workers in a given position are employed part-time. For example, 8% of all Supervisors of Practitioners are employed part-time.

A new subdivision of the Practitioner category was added this year--"Practitioners with No Graduate Social Work Education but Other Graduate Degree." In the past, these individuals were included in "Practitioners with No Graduate Social Work Education." Beginning this year we are distinguishing between those Practitioners with no graduate social work education that have graduate degrees in other fields and those that do not.

Table 3 reports the average number of full-time, part-time and total staff members per agency by region. The average for all regions is 68 employees of which 22% are employed part-time. The Canadian agencies, with an average of 260 employees, are far larger than the U.S. agencies which average from 36 employees in the East South Central region to 90 in the Middle Atlantic. The percentage of part-time employees ranges from a low of 10% in Canada to a high of 33% in the New England region. (The percentage of part-time employees per region is not shown on Table 3 but may be computed by dividing the average number of part-time employees by the average number of all employees for the region.)

TABLE 1

NUMBER OF PARTICIPATING AGENCIES
BY REGION AND SIZE OF STAFF

Size of Staff	Region										Total	
	New England	Middle Atlantic	East North Central	West North Central	South Atlantic	East South Central	West South Central	Mountain	Pacific	Canada		
	N %	N %	N %	N %	N %	N %	N %	N %	N %	N %	No.	%
10 or less	6 20%	2 7%	7 12%	-- --	-- --	-- --	3 38%	-- --	-- --	-- --	18	8%
11-20	6 20	9 29	8 13	1 5%	3 15%	4 50%	1 12	2 29%	1 5%	-- --	35	17
21-30	6 20	1 3	10 17	1 5	7 35	2 25	1 12	1 14	4 20	-- --	33	16
31-50	2 7	5 16	18 30	7 37	4 20	-- --	1 12	1 14	5 25	1 14%	44	21
51-70	4 13	5 16	6 10	6 32	2 10	2 25	1 12	2 29	4 20	-- --	32	15
71 or more	6 20	9 29	11 18	4 21	4 20	-- --	1 12	1 14	6 30	6 86	48	23
TOTALS	30 100%	31 100%	60 100%	19 100%	20 100%	8 100%	8 100%	7 100%	20 100%	7 100%	210	100%
% OF TOTAL SAMPLE	14%	15%	28%	9%	10%	4%	4%	3%	10%	3%		

N = Number of agencies

TABLE 2

NUMBER OF FULL-TIME AND PART-TIME EMPLOYEES BY POSITION[a]
(Number of Participating Agencies = 210)

Position	*% of Agencies with Any Such Employee*	*Average Number of Persons in Each Position*[b]	*% of Part-Time Employees*
Executive Director	99%	1.0	2%
Assistant Executive Director	44	1.3	8
Casework Director/Director of Professional Services	54	1.6	4
Director of District/Major Program Areas	59	4.6	4
Supervisor of Practitioners	62	4.8	8
Practitioner with--		29.1[c]	
Graduate S.W. degree	97	12.8	17
Some grad. S.W. education	42	4.3	13
No grad. S.W. educ., and no other grad. degree	48	8.5	10
No grad. S.W. educ., but other grad. degree	47	3.5	19
Social Work Assistant/Case Aide	35	3.9	17
Recreation Worker	35	2.9	36
Residential Supervisor	52	3.8	5
Child Care Workers	53	30.8	19
Educational Director	28	1.7	10
Teachers	34	7.6	16
Teacher Aide/Asst. Teacher	26	7.6	42
Consultants to Prof. Staff	67	3.7	89
Practitioners from other Professions	55	6.1	68
Other Prof. and Admin. Staff	74	5.0	17
Homemakers	20	16.5	39

a. For definitions of positions, see Appendix.

b. Based on number of agencies with anyone in the position.

c. The average number of Practitioners per agency disregarding educational level.

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TABLE 3

NUMBER OF FULL-TIME AND PART-TIME EMPLOYEES
BY REGION

Region	*Number of Agencies*	*Average Number of Employees Per Agency*		
		Full-Time	*Part-Time*	*Total*
New England	30	33.5	16.5	50.0
Middle Atlantic	31	65.9	23.7	89.6
East North Central	60	41.3	15.8	57.1
West North Central	19	50.7	11.5	62.2
South Atlantic	20	48.1	13.0	61.1
East South Central	8	24.6	11.5	36.1
West South Central	8	40.9	4.8	45.7
Mountain	7	36.9	7.1	44.0
Pacific	20	61.2	21.7	82.9
Canada	7	235.1	25.1	260.2
TOTAL	210	11,132	3,214	14,346
Average Number of Employees		53.0	15.3	68.3
Percent of Total		78%	22%	100%

Table 4 is the first table to present salary figures. As has been the practice in the past, salaries were requested only for full-time employees. In addition, members of religious orders who are not fully salaried are omitted. This year, 53 people of the 11,132 full-time employees were in that category. Table 4 is also the first place in the report where the term "median" is used. The concept "median" is used throughout the report, and it is important that the reader understand it. The median salary is the salary that divides the sample in half when all relevant salaries are ranked from lowest to highest. Fifty percent of the sample falls above the median and 50% below it. The median may be thought of as the point at which the sample is perfectly balanced.

Table 4 reports the median salaries and percentage changes in median salaries for 11 positions in which 100 or more full-time employees were usually reported from 1975 to 1980. The trends in medians and percent changes can be compared to trends in the Consumer Price Index (CPI) given at the end of the table. The percentage increase in salaries and the CPI are shown for one-year increments from 1975 to 1980 and for the five years altogether. In the five years from 1975 to 1980 the CPI increased 50% while the salary increases ranged from a low of 11% (Residential Supervisors) to a high of 39% (Executive Directors).

Table 5 introduces the concept of the "upper quartile." This is a companion of the median, both being based on percentiles. The median is the 50th percentile, while the upper quartile is the 75th percentile. The median divides the sample in half and the upper quartile is the point below which three-fourths of the salaries fall and above which one-fourth fall. The upper quartile is useful for indicating where higher salaries begin. A comparison of the medians and upper quartiles on the same position will also give one a sense of the distribution of the salaries above the median. For instance, if there is a wide gap between the two, the higher salaries are widely dispersed. On the other hand, if there is little difference between the two the higher salaries are compressed within a fairly narrow range.

Tables 5, 6 and 7 present various data on the salaries paid to Executive Directors. Note that although 210 agencies responded to the survey, only 197 Executive Director's salaries are reported. The "missing" salaries are a combination of part-time Executive Directors, members of religious orders, vacancies, and unreported salaries.

Table 5 reveals that the overall median salary for Executive Directors, as of January 1980, was $32,600. The medians ranged from $29,000 in West South Central/Mountain region to $47,400 in Canada. Furthermore, as one would expect, there is in general a linear progression of salaries according to the size of staff: the larger the agency, the higher the median salary of the Executive Director.

In Table 7, median salaries for female and male Executive Directors are presented by region and by size of staff. Of the 197 Executive Directors for which we have salaries, four-fifths are male and one-fifth, female. The median salary for male Executive Directors is $33,600 and for the female Executive Directors, $29,500. The female Executive Directors are concentrated in the smaller agencies with three-fourths heading agencies with a staff of 30 or less.

TABLE 4

MEDIAN SALARIES AND PERCENTAGE CHANGES FOR 11 POSITIONS

1975-1980

Position & Year	*Median Salary*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
Executive Dir.			
1980	$32,600	4.6%	39.0%
1979	31,163	6.1	
1978	29,374	7.2	
1977	27,407	7.8	
1976	25,417	8.4	
1975	23,454	6.3	
Asst. Exec. Dir.			
1980	$26,900	9.2%	34.1%
1979	24,642	7.7	
1978	22,890	4.0	
1977	22,000	4.8	
1976	21,000	4.7	
1975	20,055	7.2	
Casework Dir./Dir. of Prof. Serv.			
1980	$23,600	2.6%	25.1%
1979	22,999	4.8	
1978	21,950	5.0	
1977	20,909	4.1	
1976	20,093	6.5	
1975	18,860	6.8	
Dir. of District/ Major Program			
1980	$20,900	3.8%	24.0%
1979	20,138	1.7	
1978	19,808	6.9	
1977	18,530	1.8	
1976	18,210	8.0	
1975	16,855	6.8	
Supervisors			
1980	$20,100	4.7%	28.7%
1979	19,196	3.0	
1978	18,626	6.7	
1977	17,452	4.5	
1976	16,708	7.0	
1975	15,622	6.2	

TABLE 4
(Continued)

Position & Year	*Median Salary*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
Residential Supervisors			
1980	$13,200	-3.1%	10.6%
1979	13,625	- .8	
1978	13,730	7.6	
1977	12,761	0.2	
1976	12,740	6.8	
1975	11,934	12.7	
Practitioners with Grad. S.W. Degree			
1980	$15,600	5.8%	27.0%
1979	14,750	3.3	
1978	14,278	6.1	
1977	13,460	3.6	
1976	12,988	5.7	
1975	12,284	5.6	
Practitioners with Some S.W. Educ.			
1980	14,400	8.8%	36.5%
1979	13,231	-1.3	
1978	13,408	10.7	
1977	12,110	7.4	
1976	11,280	6.9	
1975	10,551	4.2	
Practitioners with No S.W. Educ.			
1980	$12,800	3.9%	32.7%
1979	12,321	5.5	
1978	11,680	6.7	
1977	10,943	4.5	
1976	10,467	8.5	
1975	9,645	5.1	
Social Work Asst./ Case Aide			
1980	$ 9,500	2.5%	28.8%
1979	9,265	7.2	
1978	8,636	3.4	
1977	8,354	4.7	
1976	7,978	8.1	
1975	7,377	2.7	

TABLE 4
(Continued)

Position & Year	*Median Salary*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
Child Care Worker			
1980	$ 9,400	8.0%	30.2%
1979	8,705	5.6	
1978	8,244	5.0	
1977	7,851	2.4	
1976	7,666	6.2	
1975	7,218	7.2	
U.S. Consumer Price Index[a] for January	*Index*		
1980	233.3	12.3%	49.5%
1979	204.7	8.7	
1978	188.4	7.5	
1977	175.3	5.2	
1976	166.7	6.8	
1975	156.1	11.7	

a. U.S. Department of Labor, Bureau of Labor Statistics, *Consumer Price Index for Urban Wage Earners and Clerical Workers, U.S. City Average.*

TABLE 5

SALARIES PAID TO EXECUTIVE DIRECTORS BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	29	$30,000	$33,200
Middle Atlantic	28	38,800	45,000
East North Central	54	33,600	39,000
West North Central	19	32,600	35,700
South Atlantic/East South Central[a]	28	29,400	33,100
West South Central/ Mountain[a]	15	29,000	31,700
Pacific	19	36,000	41,000
Canada	5[b]	47,400	50,100
Size of Staff			
10 or less	18	$25,200	$29,200
11-20	31	27,200	31,100
21-30	32	29,800	33,000
31-50	43	34,000	39,800
51-70	30	33,900	36,400
71 or more	43	40,000	47,000
TOTAL	197	$32,600	$39,000

a. To obtain more reliable salary estimates, regions with few agencies were combined on the basis of geographic proximity and compatibility of salary levels.

b. The Canadian agencies could not be reasonably combined with any other region, and salary estimates may be unstable because of the small number of agencies.

TABLE 6

TRENDS IN SALARIES PAID TO EXECUTIVE DIRECTORS
1976-1980

Salary	*Percent of Executive Directors*				
	1976 (N = 190)	*1977 (N = 192)*	*1978 (N = 185)*	*1979 (N = 180)*	*1980 (N = 197)*
Under $20,000	16%	11%	6%	2%	2%
$20,000-24,999	30	26	20	15	9
$25,000-29,999	24	27	25	27	22
$30,000-34,999	14	17	25	24	31
$35,000-39,999	9	11	9	14	14
$40,000-44,999	5	5	11	13	9
$45,000-49,999	2	2	2	5	9
$50,000 and over		1	2		4
TOTAL	100%	100%	100%	100%	100%
Median	$25,416	$27,407	$29,374	$31,163	$32,600
Upper Quartile	$30,576	$32,300	$34,750	$34,750	$39,000
% Increase in Median from Previous Year	8.4%	7.8%	7.2%	6.1%	4.6%

N = Number of salaries reported.

TABLE 7

SEX OF EXECUTIVE DIRECTORS
AND MEDIAN SALARIES OF MALE AND FEMALE EXECUTIVE DIRECTORS
BY REGION AND BY SIZE OF STAFF

Region	*Sex of Executive Director*[a]				*Median Salaries*[b]	
	Male		*Female*		*Male*	*Female*
	N	*%*	*N*	*%*		
New England	21	72%	8	28%	$32,100	$27,500
Middle Atlantic	20	74	7	26	38,300	33,100
East North Central	46	88	6	12	33,600	31,700
West North Central	18	95	1	5	32,900	22,200
South Atlantic	14	70	6	30	35,000	27,500
East South Central	4	50	4	50	30,000	25,000
West South Central	6	75	2	25	28,300	25,000
Mountain	5	71	2	29	30,800	32,500
Pacific	15	79	4	21	37,500	35,000
Canada	5	100	--	--	47,500	--
TOTAL	154	79%	40	21%	$33,600	$29,500
Size of Staff						
1-20	31	20%	17	43%	$26,400	$25,700
21-30	17	11	14	35	32,100	28,300
31 or more	106	69	9	22	36,000	34,400
TOTAL	154	100%	40	100%	$33,600	$29,500

a. For the regional breakdown the percentages are based on all Executive Directors in the region. For the size of staff breakdown the percentages are based on all of the Executive Directors of each sex.

b. Note that medians may be based on small numbers.

Tables 8 to 13 describe the salaries and trends in salaries for four positions: Assistant Executive Directors, Casework Directors, District Directors, and Supervisors. No specific comments are believed to be necessary for the tables.

Table 14 reports the regional distribution of full-time Practitioners in social work by amount of graduate education. Notice that a new subdivision was added this year--"Practitioners with No Graduate Social Work Education but Other Graduate Degree." In the past, these individuals were included in "Practitioners with No Graduate Social Work Education." Now a distinction is being made between those practitioners with no graduate social work education who have other graduate degrees and those who do not. Sixty-one percent of the Practitioners from all regions have graduate social work degrees. The proportions in the regions vary from a low of 49% in Canada to 83% in the Pacific region. Nine percent have some graduate social work education. Thirty percent have no graduate social work education, although about one-fourth of this group do have graduate degrees in other fields. Table 14A indicates a remarkable consistency between 1975 and 1980 in the educational level of Practitioners.

Table 16 indicates that the Practitioners with a graduate degree in a field other than social work have the next highest median salary to Practitioners with a graduate social work degree.

Tables 17 and 18 need no explanation.

TABLE 8

SALARIES PAID TO ASSISTANT EXECUTIVE DIRECTORS
BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	11	$24,800	$27,200
Middle Atlantic	18	30,600	32,200
East North Central	28	28,900	30,800
West North Central	15	24,500	25,500
South Atlantic/East South Central[a]	8	23,400	24,700
West South Central/ Mountain[a]	6	24,000	24,900
Pacific	17	29,000	34,600
Canada	5	36,400	39,600
Size of Staff			
1-30	12	$23,400	$24,800
31-50	29	26,400	30,500
51-70	21	25,300	28,800
71 or more	46	30,200	33,600
TOTAL	108	$26,900	$31,700

a. To obtain more reliable salary estimates, regions with few agencies were combined on the basis of geographic proximity and compatibility of salary levels.

TABLE 9

SALARIES PAID TO CASEWORK DIRECTORS OR DIRECTORS OF PROFESSIONAL SERVICES BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	16	$24,200	$27,000
Middle Atlantic	33	23,700	25,800
East North Central	41	24,000	28,400
West North Central	18	19,600	22,600
South Atlantic/East South Central[a]	23	20,000	23,300
West South Central/ Mountain[a]	10	21,800	24,500
Pacific	12	26,200	29,300
Canada	5	35,900	40,700
Size of Staff			
1-20	24	$20,400	$25,000
21-30	13	20,000	23,800
31-50	41	23,400	25,000
51-70	16	23,000	26,200
71 or more	64	24,800	28,400
TOTAL	158	$23,600	$27,000

a. To obtain more reliable salary estimates, regions with few agencies were combined on the basis of geographic proximity and compatibility of salary levels.

TABLE 10

TRENDS IN SALARIES PAID TO ASSISTANT EXECUTIVE DIRECTORS AND CASEWORK DIRECTORS OR DIRECTORS OF PROFESSIONAL SERVICES 1978-1980

	Assistant Executive Director			*Casework Director/Director of Professional Services*		
Salary	*1978 (N = 104)*	*1979 (N = 101)*	*1980 (N = 108)*	*1978 (N = 141)*	*1979 (N = 146)*	*1980 (N = 158)*
Under $15,000	3%	--	2%	3%	3%	4%
$15,000-19,999	15	12%	5	34	23	17
$20,000-24,999	43	40	31	37	40	42
$25,000-29,999	26	24	26	21	24	26
$30,000-34,999	9	16	25	5	10	7
$35,000-39,999	4	8	7	--	--	2
$40,000 and up	--	--	4	--	--	2
TOTAL	100%	100%	100%	100%	100%	100%
Median	$22,890	$24,642	$26,900	$21,950	$22,999	$23,600
Upper Quartile	$26,630	$29,740	$31,700	$25,304	$26,928	$27,000
% Increase in Median from Previous Year	4.0%	7.7%	9.2%	5.0%	4.8%	2.6%

TABLE 11

SALARIES PAID TO DIRECTORS OF DISTRICTS OR MAJOR PROGRAM UNITS
BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	53	$21,400	$23,500
Middle Atlantic	97	21,400	24,200
East North Central	118	21,600	24,300
West North Central	40	18,700	22,000
South Atlantic	102	19,100	22,000
East South Central	15	16,800	18,600
West South Central	16	16,400	18,300
Mountain	8	17,000	18,300
Pacific	39	27,500	30,500
Canada	31	30,400	32,600
Size of Staff			
1-20	27	$18,100	$20,100
21-30	31	16,700	19,400
31-50	92	19,900	23,200
51-70	82	18,900	22,300
71 or more	287	23,000	26,800
TOTAL	519	$20,900	$24,500

TABLE 12

SALARIES PAID TO SUPERVISORS OF PRACTITIONERS
BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	51	$17,800	$19,900
Middle Atlantic	112	18,600	20,300
East North Central	118	19,800	21,800
West North Central	19	16,700	19,800
South Atlantic	32	16,200	19,000
East South Central	11	15,500	18,200
West South Central	14	17,000	19,300
Mountain	8	19,000	23,000
Pacific	34	23,100	24,400
Canada	131	24,300	26,200
Size of Staff			
1-20	31	$18,700	$20,100
21-30	40	18,200	21,800
31-50	70	19,600	21,500
51-70	53	19,800	21,800
71 or more	336	20,900	24,200
TOTAL	530	$20,100	$23,400

TABLE 13

TRENDS IN SALARIES PAID TO DIRECTORS OF DISTRICTS OR MAJOR PROGRAM UNITS AND TO SUPERVISORS OF PRACTITIONERS
1978-1980

Percentage Distribution

Salary	*Directors of Districts or Major Program Units*			*Supervisors*		
	1978 (N = 388)	*1979 (N = 432)*	*1980 (N = 519)*	*1978 (N = 535)*	*1979 (N = 486)*	*1980 (N = 530)*
Under $15,000	17%	13%	9%	16%	10%	11%
$15,000-16,999	14	11	12	16	16	11
$17,000-18,999	14	14	15	21	22	17
$19,000-20,999	21	19	15	20	20	20
$21,000-24,999	25	25	27	21	26	29
$25,000 and over	9	18	22	6	6	12
TOTAL	100%	100%	100%	100%	100%	100%
Median	$19,808	$20,138	$20,900	$18,626	$19,196	$20,100
Upper Quartile	$21,702	$23,825	$24,500	$21,166	$22,330	$23,400
% Increase in Median from Previous Year	6.9%	1.7%	3.8%	6.7%	3.0%	4.7%

TABLE 14

DISTRIBUTION OF FULL-TIME PRACTITIONERS IN SOCIAL WORK BY AMOUNT OF GRADUATE SOCIAL WORK EDUCATION AND BY REGION

Region	Number of Positions	Percent of Practitioners in Social Work with			
		Grad. SW Degree	Some Grad. SW Education	No Grad. S.W. Education And No Other Grad. Degree[a]	No Grad. S.W. Education But Other Grad. Degree[a]
New England	337	64%	7%	23%	6%
Middle Atlantic	607	67	4	24	5
East North Central	766	59	13	18	19
West North Central	227	60	11	21	8
South Atlantic	327	62	7	22	9
East South Central	90	71	1	24	4
West South Central	86	60	4	24	12
Mountain	45	71	11	7	11
Pacific	263	83	6	6	5
Canada	827	49	11	30	10
TOTAL	3575	61%	9%	22%	8%

a. This is a new category, as discussed in text.

TABLE 14 A

TRENDS IN DISTRIBUTION OF PRACTITIONERS 1975-80

Amount of Grad.	Percent of Practitioners in 1975	1980
Graduate Social Work Degree	61%	61%
Some Grad. Social Work Education	10	9
No Grad. Social Work Education[b]	29	30

b. For purpose of comparison with previous years, both categories with no graduate social work education have been combined.

TABLE 15

SALARIES PAID TO PRACTITIONERS WITH GRADUATE SOCIAL WORK DEGREE BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	217	$14,700	$16,600
Middle Atlantic	407	15,000	16,400
East North Central	455	15,600	17,500
West North Central	135	15,700	18,300
South Atlantic	203	13,800	15,600
East South Central	66	13,200	14,000
West South Central	52	14,400	15,700
Mountain	32	13,700	15,700
Pacific	220	17,600	20,700
Canada	411	18,100	19,700
Size of Staff			
1-10	50	$13,600	$16,100
11-20	137	14,700	16,600
21-30	153	14,400	17,800
31-50	422	15,600	17,800
51-70	266	14,600	16,900
71 or more	1170	16,100	18,500
TOTAL	2198	$15,600	$17,900

TABLE 16

TRENDS IN SALARIES PAID TO PRACTITIONERS IN SOCIAL WORK
1978-1980

Salary	Percent of Practitioners									1980 Only	
	With Graduate Social Work Degree			With Some Graduate S.W. Education			With No Grad. S.W. Education			No Grad. S.W. Educ.[a] & No Oth. Grad. Deg. (N = 785)	But Oth. Grad. Deg. (N = 281)
	1978 (N=3166)	1979 (N=1891)	1980 (N=2198)	1978 (N = 336)	1979 (N = 272)	1980 (N = 311)	1978 (N = 797)	1979 (N = 815)	1980 (N=1066)		
Under $10,000	1%	< 1%	1%	14%	9%	6%	30%	21%	13%	17%	4%
$10,000-11,999	16	11	4	23	28	17	23	25	27	32	12
$12,000-13,999	29	27	23	21	21	22	20	19	23	21	29
$14,000-15,999	22	25	27	23	28	29	12	15	13	9	22
$16,000-17,999	14	20	20	12	8	11	9	12	9	7	14
$18,000-19,999	10	17	13	4	6	8	5	8	12	12	11
$20,000 and over	8		12	3		7	1		3	2	8
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Median Salary	$14,278	$14,750	$15,600	$13,408	$13,231	$14,400	$11,680	$12,321	$12,800	$12,100	$15,100
Upper Quartile	$16,658	$16,958	$17,900	$15,412	$14,941	$16,200	$14,288	$15,101	$15,900	$14,400	$17,200
% Increase in Median from Previous year	6.1%	3.3%	5.8%	10.7%	-1.3%	8.8%	6.7%	5.5%	3.9%	--	--

a. This breakdown of the preceding column was requested for the first time in 1980.

TABLE 17

TRENDS FOR SOCIAL WORK ASSISTANTS
1978-1980

Salary	*Percent of Social Work Assistants*		
	1978 (N = 230)	*1979 (N = 184)*	*1980 (N = 246)*
Under $7,000	17%	11%	4%
$7,000-7,999	17	13	23
$8,000-8,999	25	22	13
$9,000-9,999	19	18	19
$10,000-10,999	13	24	20
$11,000-11,999	5	8	12
$12,000-12,999	3	2	7
$13,000-13,999	1	1	<1
$14,000-14,999	--	1	<1
$15,000 and over	--	--	<1
TOTAL	100%	100%	100%
Median	$8,636	$ 9,265	$ 9,500
Upper Quartile	$9,884	$10,467	$10,800
% Increase in Median from Past Year	3.2%	7.2%	2.5%

TABLE 18

TRENDS IN SALARIES PAID TO RECREATION WORKERS
1978-1980

Salary	*Percent of Recreation Workers* 1978 (N = 99)	1979 (N = 124)	1980 (N = 157)
Less than $8,000	27%	15%	10%
$8,000-8,999	16	21	14
$9,000-9,999	15	16	23
$10,000-10,999	9	16	16
$11,000-11,999	6	7	10
$12,000-12,999	11	7	4
$13,000-13,999	4	5	7
$14,000-14,999	3	4	3
$15,000 and over	9	9	13
Total	100%	100%	100%
Median	$ 9,432	$ 9,900	$10,200
Upper Quartile	$12,150	$11,999	$12,500
% Increase in Median from Previous Year	<1%	5.0%	3.0%

Tables 19-21 pertain to the half of the sample that has a residential program. A factor that may influence salaries of staff for residential programs is whether or not they receive full maintenance in addition to salary. The definition we used of full maintenance is that both food and residential quarters are provided such that the worker does not need to maintain a separate residence.

As the tables reveal, about 14% of the Residential Supervisors and 17% of the Child Care Workers receive full maintenance in 1980. These figures represent a steady, slow decline in the proportion of both groups receiving full maintenance--each has dropped by 10% in the last 7 years. Six Executive Directors and five Assistant Executive Directors are also fully maintained. We did not inquire about other positions.

The tables also reveal that the receipt of full maintenance represents a $2,600 differential in the salaries of the Residential Supervisors but only $300 for the Child Care Workers.

Agencies were asked to report the number of hours in a standard work week for Child Care Workers receiving full maintenance and those not receiving full maintenance. The median number of hours for both groups is 40 hours. There may, however, be differences in the use of overtime between the two groups that we did not capture with our question.

Tables 22 to 25 report data on Educational Staff in institutions and day care centers. Several things are striking about these tables. One is the consistently and substantially lower salaries earned by educational staff in day care centers compared with institutions. For Educational Directors the differential in median salary is over $4,000. For Teachers and Assistants to Teachers the differential is from $500 to $2,000. The second noteworthy aspect is the large proportion of day care center teachers without a college degree--38%. (This figure does not appear in Table 23 but can be derived from the N's at the top of the table.)

TABLE 19

TRENDS IN SALARIES PAID TO RESIDENTIAL SUPERVISORS
1978-1980

Salary	Percent of Total for Each Year			Percent of 1980 Sample	
	1978 (N = 249)	1979 (N = 321)	1980 (N = 406)	Full Maintenance Provided (N = 55)	Full Maintenance not Provided (N = 351)
Under $8,000	4%	6%	6%	24%	3%
$8,000-9,999	8	11	9	11	9
$10,000-11,999	21	17	19	34	17
$12,000-13,999	19	19	21	7	24
$14,000-15,999	22	20	14	5	15
$16,000-17,999	14	14	14	5	15
$18,000 and over	12	13	17	14	17
TOTAL	100%	100%	100%	100%	100%
Median	$13,730	$13,625	$13,200	$11,200	$13,800
Upper Quartile	$15,956	$16,622	$16,100	$14,000	$16,700
% Receiving Full Maintenance	16%	16%	14%		

TABLE 20

SALARIES PAID TO CHILD CARE WORKERS BY REGION

Region	Number of Salaries Reported	% Receiving Full Maintenance	Median Salaries		Upper Quartile	
			Receiving Full Maintenance	Not Receiving Full Maintenance	Receiving Full Maintenance	Not Receiving Full Maintenance
New England	171	12%	$8,500	$8,400	$ 9,300	$ 9,300
Middle Atlantic	617	29	9,800	9,300	10,800	11,100
East North Central	578	10	8,800	9,600	9,500	10,700
West North Central	337	14	9,700	8,700	10,000	9,700
South Atlantic	85	44	6,700	7,500	7,200	8,400
East South Central	38	42	6,800	6,500	7,700	7,600
West South Central	129	68	< 6,000	8,500	6,600	10,200
Mountain	137	4	< 6,000[a]	7,900	< 6,000[a]	8,700
Pacific	502	3	9,500	9,700	11,200	11,400
Canada	314	8	13,500	12,900	13,900	13,800
TOTAL	2908	17%	$ 9,100	$ 9,400	$10,000	$10,900

a. Based on fewer than 10 reported salaries.

TABLE 21

TRENDS IN SALARIES PAID TO CHILD CARE WORKERS
1978-1980

Salary	Percent of Total for Each Year			Percent of 1980 Sample	
	1978 (N = 2600)	1979 (N = 2752)	1980 (N = 2908)	Full Maintenance Provided (N = 487)	Full Maintenance Not Provided (N = 2421)
Under $6000	8%	5%	3%	16%	1%
$6,000-6,999	15	9	7	11	6
$7,000-7,999	21	19	10	10	10
$8,000-8,999	23	25	22	9	24
$9,000-9,999	12	17	23	29	22
$10,000-10,999	8	9	13	10	14
$11,000-11,999	6	6	8	7	8
$12,000-12,999	4	6	6	3	6
$13,000 or more	3	4	8	5	9
TOTAL	100%	100%	100%	100%	100%
Median	$ 8,244	$ 8,705	$ 9,400	$ 9,100	$ 9,400
Upper Quartile	$ 9,400	$10,000	$10,000	$10,000	$10,900
% Receiving Full Maintenance	23%	20%	17%		

TABLE 22

TRENDS IN SALARIES PAID TO EDUCATIONAL DIRECTORS BY SETTING
1978-1980

	Percent of Educational Directors					
	Institutions			*Day Care Centers*		
Salary	*1978 (N = 39)*	*1979 (N = 36)*	*1980 (N = 39)*	*1978 (N = 29)*	*1979 (N = 30)*	*1980 (N = 55)*
Under $10,000	10%	--	5%	14%	10%	7%
$10,000-11,999	13	6%	--	34	17	22
$12,000-13,999	8	3	13	14	37	24
$14,000-15,999	10	19	15	10	20	13
$16,000-17,999	23	14	13	14	3	16
$18,000-19,999	21	31	15	10	10	5
$20,000-21,999	10	10	13	--	3	11
$22,000-23,999	5	8	10	4	--	--
$24,000 and over	--	9	16	--	--	2
TOTAL	100%	100%	100%	100%	100%	100%
Median	$16,582	$18,375	$18,375	$12,250	$12,999	$13,900
Upper Quartile	$18,750	$20,142	$22,125	$16,250	$15,375	$16,900
% Increase in Median from Previous Year	18.4%	10.8%	0%	-2.0%	6.1%	6.9%

TABLE 23

SALARIES PAID TO TEACHERS BY SETTING AND BY EDUCATIONAL LEVEL

	Institutions *Percent of Teachers with--*			*Day Care Centers* *Percent of Teachers with--*		
Salary	*Graduate Education (N = 103)*	*Bachelor Degree (N = 99)*	*No College Degree (N = 4)*	*Graduate Education (N = 48)*	*Bachelor Degree (N = 106)*	*No College Degree (N = 96)*
Less than $8,000	--	6%	50% [a]	6%	9%	51%
$8,000-9,999	8%	24	--	8	53	39
$10,000-11,999	37	40	--	52	34	8
$12,000-13,999	23	24	50 [a]	15	4	2
$14,000-15,999	18	2	--	15	--	--
$16,000 or more	14	4	--	4	--	--
TOTAL	100%	100%	100%	100%	100%	100%
Median	$12,600	$10,900	$ 8,500	$11,400	$ 9,700	$ 8,000
Upper Quartile	$15,000	$12,400	$11,500	$12,800	$10,600	$ 9,400
Median 1979	$12,100	$10,900	--	$11,416	$ 9,107	$ 7,736

a. Note that these figures are based on a small number of teachers.

TABLE 24

TRENDS IN SALARIES PAID TO TEACHERS BY SETTING AND BY EDUCATIONAL LEVEL
1975 and 1980

Setting and Educational Level	*Teachers*					
	1975			*1980*		
Institutions	*N*	*%*	*Median Salary*	*N*	*%*	*Median Salary*
Graduate Education	49	38%	$10,000	103	50%	$12,600
Bachelor Degree	67	52	8,900	99	48	10,800
No College Degree	12	10	7,700	4	2	8,500
TOTAL	128	100%	a	206	100%	a
Day Care Centers	*N*	*%*	*Median Salary*	*N*	*%*	*Median Salary*
Graduate Education	26	16%	$ 9,000	48	19%	$11,400
Bachelor Degree	81	50	7,700	106	42	9,700
No College Degree	56	34	6,800	96	39	8,000
TOTAL	163	100%	a	250	100%	a

a. Overall median not computed.

TABLE 25

TRENDS IN SALARIES PAID TO ASSISTANTS TO TEACHERS BY SETTING
1978-1980

	Percent of Assistants to Teachers					
	Institutions			*Day Care Centers*		
Salary	*1978 (N = 61)*	*1979 (N = 43)*	*1980 (N = 62)*	*1978 (N = 86)*	*1979 (N = 90)*	*1980 (N = 176)*
Under $6,000	15%	--	2%	53%	7%	17%
$6,000-6,999	23	12%	5	26	66	44
$7,000-7,999	23	42	29	9	14	26
$8,000-8,999	18	21	19	12	8	6
$9,000-9,999	15	12	22	--	4	3
$10,000-10,999	--	2	6	--	1	1
$11,000-11,999	--	2	5	--	--	--
$12,000 and over	6	9	12	--	--	3
TOTAL	100%	100%	100%	100%	100%	100%
Median	$7,536	$7,916	$8,750	$5,934	$6,661	$6,800
Upper Quartile	$8,818	$9,050	$9,900	$6,840	$7,192	$7,600
% Increase in Median from Previous Year	11%	5%	10.5%	9.5%	12.2%	5.7%

Table 26 reports the insurance benefits and retirement plans offered by agencies. Nearly all agencies offer all of the insurance and protection we asked about except for dental coverage, which is offered by only about one-third of the agencies. Seventy percent or more of the agencies paid all of the costs for hospitalization, medical/surgical, major medical, life insurance, and NHWR retirement for their employees. About one-fifth of the agencies also paid all of the costs of hospitalization, medical/surgical, and major medical for the employee's family. About one-third of the agencies paid some of the costs of this coverage for the employee's family, and about one-half paid none of the costs for the employee's family.

Table 27 presents the extent of agency unionization by region and by size of staff. In all, 10% of the agencies have unions covering their professional staff and 10% covering their support staff. The distribution of unions is by no means uniform across the country, however. All of the agencies reporting unions of either professional or support staff are on the two coasts, in the Great Lakes states or in Canada. No agencies in the south, southwest, central or mountain states reported unions. Canada reported the greatest proportion of unions with four of the six Canadian agencies on which we had information reporting unions of their professional staff and two of their support staff. As one might expect, unions are more likely to be found in the larger agencies.

TABLE 26

INSURANCE BENEFITS AND RETIREMENT PLANS OFFERED BY AGENCIES

Type of Protection	*Number of Agencies Reporting*	*% Agencies Offering Protection*	*% Agencies Offering the Protection That Pay --*		
			All	*Part*	*None*
Hospitalization--Employee	207	99%	70%	28%	2%
Hospitalization--Family	205	96	21	32	47
Medical/Surgical--Employee	206	98	70	27	3
Medical/Surgical--Family	205	95	21	32	47
Major Medical--Employee	205	99	70	28	2
Major Medical--Family	205	96	23	31	46
Dental--Employee	201	36	40	14	46
Dental--Family	197	30	10	12	78
Disability	204	90	Information Not Requested		
Life Insurance	204	93	86	12	2
Retirement					
NHWR[a] Plan	199	61%	75%	25%	--
Other Plan	204	40	47	47	6%

a. National Health and Welfare Retirement Plan (U.S. only).

TABLE 27

EXTENT OF UNIONIZATION BY REGION AND BY SIZE OF STAFF

Region	*Number of Agencies*	*Percent of Agencies with Unions Covering --* *Professional Staff*	*Support Staff*
New England	30	3%	7%
Middle Atlantic	29	14	10
East North Central	58	12	14
West North Central	19	--	--
South Atlantic	17	--	--
East South Central	8	--	--
West South Central	8	--	--
Mountain	7	--	--
Pacific	20	20	25
Canada	6	67	33
TOTAL	202	10%	10%
Size of Staff[a]			
10 or less	18	--	--
11-20	33	3%	3%
21-30	31	--	--
31-50	41	12	20
51-70	31	16	13
71 or more	42	12	12
TOTAL	196	8%	9%

a. U.S. only.

THE FLORENCE CRITTENTON DIVISION OF CWLA

The Florence Crittenton Division (FCD) of the Child Welfare League of America includes 32 agencies that were members of the Florence Crittenton Association of America prior to the merger of the two organizations in 1976.

Data collected in past salary studies revealed that the FCD agencies as a group differed from the CWLA agencies as a group in several respects: the FCD agencies tended to be smaller in staff size, over half were located in four regions with low salary levels and--not surprising in view of the first two observations--they tended to have lower salaries. To depict the FCD agencies in a meaningful way without distorting the trends in salaries, staffing, and other characteristics of the CWLA sample, the FCD agencies have been analyzed separately in the salary studies since 1976.[1] This separate analysis is limited, however, by the small number of salaries reported for any one position in the Crittenton sample. Breakdowns by region and size of staff are not possible and medians cannot be computed for all job categories because of the small number of salaries in certain categories.

Twenty-six of the 32 FCD agencies responded to the salary study this year for a response rate of 81%. The 26 agencies form the sample for the FCD analysis. (See the Appendix for the total number of full- and part-time employees in each position reported by the 26 FCD agencies. These are the base numbers for the FCD analysis.)

Table 28 shows the median and upper quartile salaries for each position with 10 or more full-time staff. Also presented are the 1978 and 1979 median salaries for the FCD agencies and the CWLA medians for 1980. Five of the 10 positions in the FCD sample for which figures were available to compute the percentage change from 1979 to 1980, experienced a decline in the median salary between the two years: Casework Directors, Supervisors, Practitioners with no Graduate Education, Recreation Workers, and Residential Supervisors. A sixth position--Social Work Assistant--may also have dropped in salary, but our salary categories don't reveal if they dropped or stayed the same for the two years. By contrast, only one of these positions declined in median income from 1979 to 1980 in the CWLA sample (see Table 4, Residential Supervisors).

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1. About half of the Crittenton agencies are also full members of CWLA. This year for the first time all of the FCD agencies that are full members of the League are included in the CWLA sample of this report as well as the separate FCD analysis.

Table 29 presents the percentage changes in median salaries for the few positions for which we have the median salaries for several years for the FCD agencies. The percentage changes for two one-year periods and the four-year period since the FCD agencies have been included in the salary report are cited along with the comparable figures for the CWLA samples and the Consumer Price Index. The salaries of the FCD Executive Directors have moved up briskly during the four years--almost keeping pace with the Consumer Price Index--and the two Practitioner categories are rather similar to CWLA in the rate of change. The Casework Directors lag far behind, however.[1]

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1. The small sample caveat must, however, be mentioned once again, i.e., the figures are very responsive to shifts in the agency participants from one year to the next.

TABLE 28

TRENDS IN SALARIES FOR SELECTED POSITIONS[a]
IN FLORENCE CRITTENTON AGENCIES

Position	*1978 Median*	*1979 Median*	*1980*			
			N	*Median*	*Upper Quartile*	*CWLA Median*
Executive Director	$21,750	$24,750	25	$26,400	$32,200	$32,600
Assistant Executive Director	--	--	12	20,900	23,900	26,900
Casework Director/Director of Professional Services	14,750	16,250	14	15,500	17,800	23,600
District Directors	--	--	41	19,625	21,800	20,900
Supervisor of Practitioners	13,332	15,000	24	<15,000	16,700	20,100
Practitioners with						
Graduate S.W. degree	12,041	12,772	115	13,600	15,400	15,600
Some grad. S.W. education	9,750	--	12	12,600	13,000	14,400
No grad. S.W. educ.	8,922	11,166	74	10,400	12,200	12,800
Social Work Assistant	9,000	6,900	14	< 7,000	9,400	9,500
Recreation Worker	7,642	9,083	12	8,200	9,000	10,200
Residential Supervisor[b]	11,000	11,250	23	11,200	14,200	13,800
Child Care Worker						
Receiving Full Maintenance	6,408	6,250	17	7,400	7,900	9,100
Not Receiving Full Maintenance	7,028	7,482	142	7,900	8,700	9,400

a. Positions for which 10 or more salaries were reported.

b. Not receiving full maintenance. FCD agencies reported 5 residential supervisors receiving full maintenance in 1980 with a median salary of less than $8,000. The comparable figure for the CWLA sample is $11,200.

TABLE 29

CHANGE IN MEDIAN SALARIES FOR SELECTED[a] POSITIONS, FLORENCE CRITTENTON DIVISION AND CWLA

Percentage Change[b]

Position	*1978 to 1979*		*1979 to 1980*		*1976 to 1980*	
	FCD	*CWLA*	*FCD*	*CWLA*	*FCD*	*CWLA*
Executive Director	14%	6%	7%	5%	38%	28%
Casework Director/Director of Professional Services	10	5	-5	3	3	12
Practitioner with S.W. degree	6	3	7	6	20	20
Practitioner with no Grad. S.W. Education	25	6	-7	4	18	22
U.S. Consumer Price Index	9%		12%		40%	

a. Position for which median salaries are available for the years in question.

b. Changes are rounded off to the nearest whole percent to facilitate comparisons. The last columns are percent changes over the 4 years that the Florence Crittenton agencies have been included in the salary study.

APPENDIX

NUMBER OF PARTICIPATING AGENCIES BY U.S. CENSUS REGION AND STATE

New England--(30)	
Connecticut	10
Maine	1
Massachusetts	13
New Hampshire	1
Rhode Island	3
Vermont	2
Middle Atlantic--(31)	
New Jersey	2
New York	14
Pennsylvania	15
East North Central--(60)	
Illinois	14
Indiana	6
Michigan	14
Ohio	21
Wisconsin	5
West North Central--(19)	
Iowa	5
Kansas	2
Minnesota	1
Missouri	10
Nebraska	1
North Dakota	0
South Dakota	0
South Atlantic--(20)	
Delaware	1
District of Columbia	2
Florida	4
Georgia	2
Maryland	3
North Carolina	2
South Carolina	1
Virginia	4
West Virginia	1
East South Central--(8)	
Alabama	2
Kentucky	0
Mississippi	0
Tennessee	6
West South Central--(8)	
Arkansas	0
Louisiana	1
Oklahoma	1
Texas	6
Mountain--(7)	
Arizona	5
Colorado	2
Idaho	0
Montana	0
Nevada	0
New Mexico	0
Utah	0
Wyoming	0
Pacific--(20)	
Alaska	1
California	12
Hawaii	1
Oregon	3
Washington	3
Canada--(7)	

1	2	3	4-5/80 6-7/01
8	9	10	11 12

1980 CWLA SALARY STUDY

Return by January 31, 1980 to:
RESEARCH CENTER, CHILD WELFARE LEAGUE OF AMERICA
67 Irving Place, New York, N.Y. 10003

NUMBER OF EMPLOYEES IN CWLA SAMPLE (210 Agencies Reporting)

Agency _____ City _____ State/Prov. _____

FORM A: NUMBER OF EMPLOYEES AS OF JANUARY 1, 1980. Report each employee only once, in position of primary responsibility. Use 2-digit numbers in every cell (e.g. 02,09,12), except for Exec. Dir.(1 digit in each cell) & Total Number of Employees (3 digits each). Cells with no employees may be left blank.

Classification of Employees	Number of Employees: Total	Full Time	Part Time
1. Executive Director of Total Agency The person responsible for overall direction and administration of the organization. (Do not include an "acting director" here, but in his regular position.)	13 208	34 203	54 5
2. Assistant Executive Director(s) A professional employee with full responsibility for specific aspects of the agency's general operation who acts for the Executive Director in his absence. (Do not include "administrative assistants" here, but in category #16.)	14 123	35 113	55 10
3. Casework Director(s), Director(s) of Professional Services A person responsible for the development and operation of the social work program of the agency, including staff development.	16 180	37 172	57 8
4. Directors of Districts or Major Program Units Staff responsible for administration of district offices (not outposts) or equally significant units.	18 568	39 543	59 25
5. Supervisors Staff whose primary responsibility is the direction or supervision of social work practitioners or of students. (Do not include "residential supervisors" here, but in category #9.)	20 614	41 564	61 50
6. Practitioners in Social Work Staff who provide direct services (1) to families and individuals through casework, group work, or advocacy; or (2) to other organizations or community groups through consultation, education, or community organization.			
a. Practitioners with completed social work graduate education	22 2624	43 2182	63 442
b. Practitioners with some social work graduate education	24 369	45 318	65 51
c. Practitioners with no social work graduate education & no other grad. degree	26 873	47 784	67 89
d. Practitioners with no social work grad. educ., but grad. degree in other field	28 349	49 283	69 66
7. Social Work Assistants or Case Aides Staff who assist practitioners in providing services and are directed by them in carrying out assignments.	30 294	51 244	71 50
8. Recreation Worker(s) Staff engaged in planning, directing, or carrying out recreational programs and activities, such as sports, arts and crafts, etc.	32 248	53 158	73 90

Classification of Employees	Number of Employees: Total	Full Time	Part Time
RESIDENTIAL PERSONNEL	8	29	50
9. Residential Supervisor A staff member responsible for the operation of an institutional program or a unit of it and for supervision of an institution's child care staff.	418	398	20
10. Child Care Workers Staff, other than nurses, whose primary responsibility is the daily care and supervision of children living in an institution or other residential facility.	10 3594	31 2914	52 680
EDUCATIONAL PERSONNEL. Do not include educational staff in the following three categories whose salaries are paid by the local school board.			
11. Educational Director(s) A staff member, other than the agency executive, responsible for planning and administering the educational program of an institution or day care center and for supervision of teachers.	12 100	33 90	54 10
12. Teachers Staff employed by the agency in a school or day care center operated by the agency, who are responsible for education of assigned groups, including daily program planning and supervision of assistant staff.	14 546	35 456	56 90
13. Teacher Aides or Assistant Teachers Staff employed by the agency to carry out assigned responsibilities under direction of teachers.	16 411	37 238	58 173
POSITIONS ON WHICH SALARY DATA ARE NOT REQUESTED	18	39	60
14. Consultants to Professional Staff (doctors, lawyers, psychiatrists, psychologists, etc.)	524	59	465
15. Practitioners from Other Professions Who Provide Direct Service for Clients (doctors, dentists, nurses, psychiatrists, psychologists, etc.)	20 711	41 230	62 481
16. Other Professional and Administrative Staff (research staff, public relations staff, comptroller, administrative assistants, etc.)	22 884	44 751	64 133
17. Homemakers employed on a "regular" or on-call basis.	24 708	45 432	66 276
	26	47	68
TOTAL NUMBER OF EMPLOYEES (Positions 1 through 17).	14346	11132	3,214

PLEASE NOTE THAT THE NUMBER OF FULL-TIME EMPLOYEES REPORTED IN EACH JOB CATEGORY HERE SHOULD BE THE SAME AS THE TOTAL REPORTED IN THE SAME JOB CATEGORIES ON FORMS B AND C.

1	2	3		
8	9	10	11	12

4-5/80 6-7/01

1980 CWLA SALARY STUDY

Return by January 31, 1980 to:
RESEARCH CENTER, CHILD WELFARE LEAGUE OF AMERICA
67 Irving Place, New York, N.Y. 10003

NUMBER OF EMPLOYEES IN FLORENCE CRITTENTON SAMPLE (26 Agencies Reporting)

Agency _____ City _____ State/Prov. _____

FORM A: NUMBER OF EMPLOYEES AS OF JANUARY 1, 1980. Report each employee only once, in position of primary responsibility. Use 2-digit numbers in every cell (e.g. 02,09,12), except for Exec. Dir.(1 digit in each cell) & Total Number of Employees (3 digits each). Cells with no employees may be left blank.

Classification of Employees	Number of Employees: Total	Full Time	Part Time
1. Executive Director of Total Agency The person responsible for overall direction and administration of the organization. (Do not include an "acting director" here, but in his regular position.)	13 25	34 25	54
2. Assistant Executive Director(s) A professional employee with full responsibility for specific aspects of the agency's general operation who acts for the Executive Director in his absence. (Do not include "administrative assistants" here, but in category #16.)	14 14	35 12	55 2
3. Casework Director(s), Director(s) of Professional Services A person responsible for the development and operation of the social work program of the agency, including staff development.	16 18	37 14	57 4
4. Directors of Districts or Major Program Units Staff responsible for administration of district offices (not outposts) or equally significant units.	18 43	39 41	59 2
5. Supervisors Staff whose primary responsibility is the direction or supervision of social work practitioners or of students. (Do not include "residential supervisors" here, but in category #9.)	20 25	41 24	61 1
6. Practitioners in Social Work Staff who provide direct services (1) to families and individuals through casework, group work, or advocacy; or (2) to other organizations or community groups through consultation, education, or community organization.			
a. Practitioners with completed social work graduate education	22 148	43 115	63 33
b. Practitioners with some social work graduate education	24 15	45 12	65 3
c. Practitioners with no social work graduate education & no other grad. degree	26 64	47 54	67 10
d. Practitioners with no social work grad. educ., but grad. degree in other field	28 23	49 20	69 3
7. Social Work Assistants or Case Aides Staff who assist practitioners in providing services and are directed by them in carrying out assignments.	30 16	51 14	71 2
8. Recreation Worker(s) Staff engaged in planning, directing, or carrying out recreational programs and activities, such as sports, arts and crafts, etc.	32 22	53 12	73 10

Classification of Employees	Number of Employees: Total	Full Time	Part Time
RESIDENTIAL PERSONNEL	8	29	50
9. Residential Supervisor A staff member responsible for the operation of an institutional program or a unit of it and for supervision of an institution's child care staff.	35	29	6
10. Child Care Workers Staff, other than nurses, whose primary responsibility is the daily care and supervision of children living in an institution or other residential facility.	10 250	31 159	52 91
EDUCATIONAL PERSONNEL. Do not include educational staff in the following three categories whose salaries are paid by the local school board.			
11. Educational Director(s) A staff member, other than the agency executive, responsible for planning and administering the educational program of an institution or day care center and for supervision of teachers.	12 8	33 8	54
12. Teachers Staff employed by the agency in a school or day care center operated by the agency, who are responsible for education of assigned groups, including daily program planning and supervision of assistant staff.	14 37	35 23	56 14
13. Teacher Aides or Assistant Teachers Staff employed by the agency to carry out assigned responsibilities under direction of teachers.	16 12	37 7	58 5
POSITIONS ON WHICH SALARY DATA ARE NOT REQUESTED	18	39	60
14. Consultants to Professional Staff (doctors, lawyers, psychiatrists, psychologists, etc.)	41	4	37
15. Practitioners from Other Professions Who Provide Direct Service for Clients (doctors, dentists, nurses, psychiatrists, psychologists, etc.)	20 84	41 36	62 48
16. Other Professional and Administrative Staff (research staff, public relations staff, comptroller, administrative assistants, etc.)	22 45	43 33	64 12
17. Homemakers employed on a "regular" or on-call basis.	24 12	45 12	66
TOTAL NUMBER OF EMPLOYEES (Positions 1 through 17).	26 937	47 654	68 283

PLEASE NOTE THAT THE NUMBER OF FULL-TIME EMPLOYEES REPORTED IN EACH JOB CATEGORY HERE SHOULD BE THE SAME AS THE TOTAL REPORTED IN THE SAME JOB CATEGORIES ON FORMS B AND C.

6-7/03

6-7/02

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